

AGENCY STRATEGIC PLAN

2006

Mission Statement

The mission of the Indiana Department of Correction is to maintain public safety and provide offenders with self-improvement programs, job skills and family values in an efficient and cost-effective manner for a successful return to the community as law-abiding citizens.

Vision

Your Indiana Department of Correction is a community dedicated to improving and protecting lives in all communities.

Goals

Administration

1. Identify the next generation of leadership and create training initiatives that will enhance their competency and professional development.
2. Develop and implement a prison industry business and marketing plan to increase offender employment and achieve financial self-sufficiency.

Reentry and Community Services

3. Implement a reentry process that promotes a seamless transfer to the community and provides offenders with opportunities to be successful upon release.
4. Implement a community based correctional system that supports evidence based practices.

Operations

5. Provide and maintain a safe and secure correctional environment for the protection of the public, staff and offenders.

Finance and Performance

6. Create a professional, effective and healthy agency culture and work environment.
7. Establish standards of high performance and a system of measurements to validate that performance.

ADMINISTRATION

1. Identify the next generation of leadership and create training initiatives that will enhance their competency and professional development.

Objective 1.1

Create and implement a parole specific training curriculum by 12/31/06.

Responsible Party: Randy Focken

Benchmarks:

- (1) The number of parole agents trained
- (2) The number of parole agents qualified to carry a firearm

Action Plan:

- (1) Hire a Director of Training
- (2) Complete basic parole training by 7/31/06
- (3) Complete the initial phase of advanced parole training by 12/31/06

Objective 1.2

Create a training curriculum for Community Correction.

Responsible Party: Deana McMurray

Benchmark: The number of community corrections staff trained

Action Plan:

- (1) Submit curriculum to Deputy Commissioner von Arx for review and approval
- (2) Submit to the Commissioner for review and approval

Objective 1.3

Employ technology to standardize mandatory in-service training by 1/1/07.

Responsible Party: Nancy Riley and Bruce Lemmon

Benchmarks:

- (1) Number of staff "testing out" of training
- (2) Number of hours spent training per staff member
- (3) Overtime savings by using technology

Action Plan:

- (1) Obtain Commissioner's approval of mandatory in-service training topics.
- (2) Develop an RFP for on-line services or adopt in-house PeopleSoft Enterprise Learning.
- (3) Survey all facilities and divisions to determine technology readiness and availability.
- (4) Develop standardized consistent curricula using identified methods of delivery.
- (5) Implement training.

Objective 1.4

Develop and implement a Field Officer Mentoring program at all facilities by 7/1/06.

Responsible Party: Denny Darrow and Nancy Riley

Benchmarks:

- (1) Number of mentors per mentorees at each facility
- (2) Retention scores per facility

Action Plan:

- (1) Obtain approval to develop and implement a three phased competency based Field Officer Mentoring program that will pair new staff with an assigned mentor during his/her 6-month probationary period and Pre-service Training
- (2) Identify Facility Field Officer Mentors by 5/26/06
- (3) Develop materials for use by and training of Field Officer Mentors
- (4) Implement and monitor Field Officer Mentoring program by 7/1/06

2. Develop and implement a PEN Products business and marketing plan to increase offender employment and achieve financial self-sufficiency.

Objective 2.1

Develop and implement a business plan to insure that all joint ventures are profitable by 4/15/06.

Responsible Party: Bruce Lemmon and Mike Herron

Benchmark:

- (1) Current joint ventures show a positive gross profit each quarter
- (2) New joint ventures show positive gross profit within six months of operational start-up

Action Plan:

- (1) Complete closure of hickory furniture joint venture, continue to reduce cost and improve labor efficiencies in repackaging, laundry joint ventures and the skid repair operation at Putnamville
- (2) Target current joint venture partners to expand existing operations to increase volume and increase offender workers
- (3) A recovery plan or exit plan will be developed for any ongoing joint venture that does not record a gross profit in a quarter
- (4) A recovery plan or exit plan will be developed for any new joint venture that does not record a gross profit within six months of start-up

Objective 2.2

Develop and implement a business plan to reduce overhead costs by combining sewing operations by 6/1/06.

Responsible Party: Bruce Lemmon and Mike Herron

Benchmark: Complete combination of sewing shops

Action Plan:

- (1) Combine sewing operations from Wabash Valley and State Prison into the existing operations at Miami eliminating two staff

Objective 2.3

Develop and implement marketing plans to grow product lines to add an additional fifty (50) new customers.

Responsible Party: Bruce Lemmon and Mike Herron

Benchmark: Thirteen (13) new customers each quarter in 2006

Action Plan:

- (1) Target new customers (federal prisons and county jails) to sell chemicals and other products
- (2) Target new customers (city and county governments) to sell printing, signs and other products

Objective 2.4

Develop and implement a business plan to increase the offender work force.

Responsible Party: Bruce Lemmon and Mike Herron

Benchmark: Increase offender workforce to 2,500 by 6/30/06

Action Plan:

- (1) Add night shift in print shop - 5/1/06
- (2) Start-up of data processing – 6/1/06
- (3) Investigate joint ventures:
 - a. Fiscal analysis
 - b. Location
 - c. Offender employment
 - i. Additional pallet repair shop – 5/1/06
 - ii. Wire harness rework operation – 6/1/06
 - iii. Car covers – 7/1/06
- (4) Increase farm employment by 70 additional offenders
 - a. Grow labor intensive crops Spring – Summer 2006
 - i. Spinach
 - ii. Green pepper
 - iii. Organic vegetables
 - b. Joint Venture with Purdue to provide offender labor to Purdue Pinney Farm - 4/1/06
 - c. Joint Venture with Indiana Food Banks to ship processed farm products to Indiana's hungry – in process and progressively increasing

REENTRY AND COMMUNITY SERVICES

3. Implement a reentry process that promotes a seamless transfer to the community and provides offenders with opportunities to be successful upon release.

Objective 3.1

Develop and implement a community relations campaign that educates the general public about offender re-entry and the needs of this population by 6/1/06.

Responsible Party: Java Ahmed, Julie von Arx and Mike Lloyd

Benchmarks:

- (1) Number of times the videos are publicized/shown
- (2) Number of staff viewing the video
- (3) Number of offender exit interviews conducted

Action Plan:

- (1) Create three reentry videotapes targeting staff, offenders and the public
- (2) Establish publication schedule of completed videotapes
- (3) Conduct follow-up meetings and interviews with staff, offenders and the public on reentry

Objective 3.2

Evaluate the viability and usefulness of the parole violation matrix by 5/31/06.

Responsible Party: Randy Focken and Julie von Arx

Benchmarks:

- (1) Total number of violations
- (2) Number of violations per parole district
- (3) Type of violations committed
- (4) Responses to violations
- (5) Consistency of Parole Board action in response to parole requests

Action Plan:

- (1) Gather and review data
- (2) Revise matrix with the agreement of the Parole Board

Objective 3.3

Identify programs, benefits and services for re-entering adult and juvenile offenders and address barriers to accessing these benefits.

Responsible Party: Mike Lloyd and Julie von Arx

Benchmarks:

- (1) Number of contacts with external agencies and organizations
- (2) Identification of at least five (5) programs, benefits or services per quarter

Action Plan:

- (1) Network with other state agencies and organizations to identify programs, benefits and services offered

- (2) Identify resources at the local level, beginning with the top six (6) committing counties

Objective 3.4

Develop and implement gender-based re-entry programming and release preparation.

Responsible Party: Deana McMurray and Julie von Arx

Benchmarks:

- (1) Number of gender-based programs and services offered by the facilities
- (2) Number of offenders participating in gender-based programs and services

Action Plan:

- (1) Develop gender-based programs and services guidelines
- (2) Develop staff training curriculum for gender-based programs and services

Objective 3.5

Establish an inter-agency working group to develop and implement a continuum of care for youth released from the Department of Correction by 5/1/06.

Responsible Party: Kevin Moore and Julie von Arx

Benchmark: Schedule initial meeting

Action Plan:

- (1) Identify potential participants
- (2) Contact selected participants
- (3) Conduct initial meeting

4. Implement a community based correctional system that supports evidence based practices.

Objective 4.1

Create a quantitative measurement of the component cost for each Community Correction Program by 6/30/06.

Responsible Party: Joe Fistovich and Deana McMurray

Benchmark: Per Diem by Program Component

Action Plan:

- (1) Identify counties receiving funding for misdemeanants
- (2) Develop plan to discontinue funding misdemeanants
- (3) Develop formula for Community Correction and CTP funding programs by 4/10/06
- (4) Measure component costs by 6/30/06

Objective 4.2

Identify Community Correction Programs with audit exceptions and communicate the need for corrective action by 6/30/06.

Responsible Party: Lisa Cottingham

Benchmarks:

- (1) Number of counties completing accurate financial reports
- (2) Funds recaptured by DOC

Action Plan:

- (1) Establish list of community corrections programs with audit exceptions for audits completed by 3/31/06
- (2) Transmit listing to the appropriate Program Manager to handle the communication with the offending county, provide a 6/30/06 compliance deadline
- (3) Follow-up with counties to document compliance by 7/31/06

Objective 4.3

Each facility shall develop community assistance initiatives and provide \$10,000 minimal savings per quarter cost-savings to local government by 12/31/06.

Responsible Party: Regional Directors and Superintendents

Benchmarks:

- (1) Quarterly progress reports
- (2) Number of FTEs assigned to project
- (3) Standard calculation for savings: minimum wage multiplied by the number of hours of offender service plus supplies and equipment use estimate

Action Plan:

- (1) Each facility shall develop an action plan to meet the objective
- (2) Each facility shall provide quarterly reports on progress toward objective

Objective 4.4

96% of total facility purchases must be Indiana products by 12/31/06.

Responsible Party: Facilities

Benchmark: Quarterly progress reports

Action Plan:

- (1) Each facility shall develop an action plan to meet the objective
- (2) Each facility shall provide quarterly reports on progress toward objective

OPERATIONS

5. Provide and maintain a safe and secure correctional environment for the protection of the public, staff and offenders.

Objective 5.1

Upgrade weaponry to AR15 and train all custody staff in its use by 9/8/06.

Responsible Party: Superintendents, Regional Directors, Kevin Jackson

Benchmark: Number of staff trained

Action Plan:

- (1) Procure weapons by 5/1/06
- (2) Distribute weapons by 6/19/06
- (3) Staff training completed by 8/18/06

Objective 5.2

Implement security enhancements to reduce incidents of violence involving staff and offenders by 6/15/06.

Responsible Party: Superintendents, Regional Directors, Kevin Jackson

Benchmark: 25% reduction in violent incidents

Action Plan:

- (1) Conduct bi-weekly weekly meetings to research and develop security enhancements
- (2) Submit recommendations to the Commissioner by 4/28/06
- (3) Implement enhancements by 6/15/06

Objective 5.3

Develop and implement a minimum of three (3) major field exercises by 7/28/06.

Responsible Party: Superintendents, Regional Directors

Benchmark: Implement three field exercises

Action Plan:

- (1) Select five (5) facilities to conduct the field exercises
- (2) Schedule field exercises at selected facilities between 3/30/06 and 7/27/06
- (3) All field exercises completed by 7/28/06

Objective 5.4

Research alternative work schedules for cost effectiveness by 4/11/06.

Responsible Party: Edward Motley, Regional Directors, Joe Fistovich

Benchmark: Reduction in fixed overtime department-wide

Action Plan:

- (1) Compare the fixed overtime costs of the 8-hour shift with the 12-hour shift
- (2) Submit results to Commissioner by 4/11/06

Objective 5.5

Develop and implement a more efficient offender transportation system state-wide by 10/1/06.

Responsible Party: Edward Motley, Lina Presley

Benchmark: Cost of transportation hub versus current system

Action Plan:

- (1) Investigate options for transportation privatization by 5/1/06
- (2) Conduct cost-benefit analysis on in-house vs. privatization proposals by 8/1/06

FINANCE AND PERFORMANCE

6. Cultivate a professional, effective and efficient agency culture and work environment.

Objective 6.1

Implement a physical fitness testing program for custody staff by 9/8/06.

Responsible Party: Regional Directors

Benchmarks:

- (1) Established minimum standards of physical fitness
- (2) Number of tested potential custody staff prior to hiring

Action Plan:

- (1) Review national and state jurisdictions to determine current best practice
- (2) Assess feasibility of implementation of policy in Indiana
- (3) Implement program

Objective 6.2

Every facility and Central Office will host at least one (1) event quarterly to promote staff physical fitness in conjunction with INSHAPE Indiana.

Responsible Party: Bruce Lemmon

Benchmarks:

- (1) Quarterly event
- (2) Percentage of staff participants

Action Plan:

- (1) Establish a central office committee to oversee events
- (2) Identify a staff person at each facility to oversee events
- (3) Begin holding monthly events in April